

SEATTLE CITY LIGHT

Director-Level Leaders

Validated Competency List

**1. Communicating with Impact**

Speaking and writing in a way that is clear and well organized (it should not be assumed that individuals who speak and write English as a second language will perform poorly in this competency area. However, an appropriate minimally acceptable standard is the ability to clearly convey information); conveying enthusiasm and using vivid language, examples, or anecdotes to communicate a message; and projecting credibility, poise, and confidence even under difficult or adversarial conditions.

2. Credibility

Keeping promises and honoring commitments; accepting responsibility for mistakes; being honest and truthful when communicating information; and behaving in a way that is consistent with espoused values.

3. Cultural Sensitivity and Adaptability

Evaluating the work and behavior of others in a culturally neutral way; selecting and developing people in multiple cultural settings; communicating effectively with and in multiple cultures; understanding how culture influences people's behavior; adapting one's style and behavior to meet cultural norms and expectations; and demonstrating respect for individual differences and establishing a climate where all people can be comfortable and productive

4. Customer Focus

Demonstrating a concern for the needs and expectations of customers and making them a high priority; maintaining contact with customers; and using an understanding of customer needs as the basis for decision-making and organizational action.

5. Driving Innovation

Fostering a climate that encourages creativity and innovation; allowing others to challenge and disagree; celebrating and learning from failures; building and maintaining open channels of communication for the sharing of ideas and knowledge; and promoting organizational effectiveness by anticipating and dealing with problems, and encouraging others to suggest innovations and improvements.

**6. Risk & Resource Management**

Taking prudent risks, taking action, and assuming responsibility in the face of uncertainty or challenge; managing assets and capital in a data driven manner; using resources effectively and in line with company policy and goals; deploying resources in a way that benefits the organization; adhering to budgets; determining long-term objectives and strategies; allocating resources according to priorities; determining how to use personnel and resources efficiently to accomplish a task or project; and determining how to improve coordination, productivity, efficiency and effectiveness.

7. Strategic Alignment

Staying abreast of what is happening across the organization; conducting own work in a manner consistent with top-level strategy; ensuring that the organization's structure supports the strategy; deploying resources in a way that is aligned with the strategy; ensuring that strategies are implemented with the involvement of the right people; and making sure that accountabilities and expectations for executing the strategy are clear.

8. Teambuilding

Facilitating the constructive resolution of conflict, and encouraging cooperation, teamwork, and identification with the organizational unit; setting high standards regarding the quality and quantity of work; displaying commitment to the organization; appealing to others' unique needs, motives, and goals to motivate them to achieve; providing opportunities to develop new skills; clarifying expectations; and providing support and feedback to enhance performance.

9. Delegation

Assigning responsibilities to direct reports in a clear and concise manner and giving them discretion and authority to carry them out.

10. Managing Change

Clearly communicating the need for change and gaining people's commitment; demonstrating flexibility and a willingness to embrace change; and communicating with candor about the impact of a proposed change.

11. Self-Development

Seeking feedback about one's strengths and weaknesses; initiating activities to increase/enhance one's knowledge, skills, and competencies in order to perform more effectively or enhance one's career; learning new information or ideas and applying them effectively; remaining up-to-date in one's knowledge and skill; and learning from successes and failures.